Job Analysis

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# HUMAN RESOURCE PLANNING

## **Objectives**

1. Explain why human resource planning is important and how it has evolved.
2. Describe the phases involved in the human resource planning process.
3. Outline the environmental influences on human resource planning.
4. Discuss the effects that a rapidly changing external environment have had on human resource planning.
5. Describe the requirements for effective human resource planning.
6. Identify common barriers to human resource planning and suggest how these can be overcome.

*“The best idea is the one that works fastest with the least fuss while irritating the fewest people” -John F. Kennedy-*

### Human Resource Planning

HR planning is the process by which an organisation ensures the right number and kinds of people at the right places at the right time, capable of effectively and efficiently completing tasks for fulfilling overall organisational goals.

Human Resource planning is future-oriented, comprehensive and integrated. Some characteristics of human resource planning are:

* views human resource as an investment
* is proactive
* emphasise explicit links with other functions of management
* interrelate human resource activities.
* aims to establish a congruence with what the employee wants and what managers want

### The purposes of HR Planning

* Reduce human resource costs: kept at optimum level. Trying to balance supply and demand.
* Planning human resource development by identifying skill shortage areas, etc.
* Improve business planning.
* Equal Employment Opportunity Planning
* Promote human resource awareness that HRM is useful.
* An evaluation tool.

### Importance of Human Resource Planning

Human resource planning is the responsibility of all managers because it is concerned with the demand and supply of labour. To be successful, an organisation needs employees. Therefore to meet its future labour requirements, human resource planning is needed.

### Forecasting the Supply of Internal Human Resources

Techniques for forecasting the internal supply of personnel are: turnover analysis, skill inventories, replacement charts and Markov analysis.

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| **Turnover Analysis** | Determining the human resource requirements by finding out how many people leave the organisation and analysing why they left the organisation. |
| **Skill Inventories** | Consolidates the basic information on all employees within the organisation and thereby assists the HR manager to identify qualified employees for different jobs. |
| **Replacement charts** | Summarises information from skills inventories into visual form. |
| **Markov analysis** | Uses mathematical techniques to forecast the availability of internal job candidates. Based on the assumption that past behaviour can predict future behaviour. |

### Requirements for Effective Human Resource Planning

For HR planning to be a success, the HR manager must ensure that:

* Human Resource personnel understand the HR planning process
* Top management is supportive
* The organisation does not start with too complex a system
* the communications between HR personnel and line management are good
* the HR plan is integrated with the corporate plan
* there is a balance between the quantitative and qualitative approaches to HR planning.

### Environmental Influences on Human Resource Planning

As part of the total planning process, human resource planning must consider the environmental influences on the organisation, its objectives, culture, structure and human resource management. This is because human resource planning must reflect the environmental trends and issues that affect the organisation’s management of its human resources.

### Approaches to Human Resource Planning

The human resource manager needs to be able to forecast what the organisation’s future human resource requirements will be and from where the human resources will be obtained. To do this, three sets of forecasts are required:

* a forecast of the demand for human resources
* a forecast of the supply of external human resources
* a forecast of the supply of human resources available within the organisation.

These forecasts are an attempt to predict changes in the organisation’s needs for human resources. Although sophisticated techniques have been developed, human resource forecasting is not an exact science. Moreover, human resource forecasting techniques used within organisations are extremely varied. Two approaches to human resource planning can be identified: quantitative and qualitative.

**The quantitative approach**

The quantitative approach to human resource planning uses statistical and mathematical techniques and is primarily used by theoreticians and professional human resource planners in larger organisations. The quantitative approach sees employees as numerical entities and groups them according to age, sex, experience, skills, qualifications, job level, pay, performance rating or some other means of classification. The focus is on forecasting human resource shortages, surpluses and career blockages; its aim is to reconcile the supply and demand for human resources in the light of the organisation’s objectives.

**The qualitative approach**

The qualitative approach to human resource planning uses expert opinion to predict the future. The focus in on evaluations of employee performance and promotability as well as management and career development. Although not as sophisticated as the quantitative approach, estimates based on expert opinion are popular among smaller firms because of their simplicity and speed.

**Discussion Questions**

1. What is human resource planning? How does it relate to other HRM activities?
2. What is the difference between the quantitative and the qualitative approaches to human resource planning?
3. What is the role of the human resource manager in the human resource planning process?
4. What are the basic steps in human resource planning?
5. Discuss human resources planning and human resources plans in terms of a contingency approach.
6. Why has human resource planning become more important in organisations over recent years?

# JOB ANALYSIS AND JOB DESIGN

## **Objectives**

1. Describe the job analysis process.
2. Explain what is meant by the terms job analysis and job design
3. Discuss the purposes and importance of analysing and designing jobs.
4. Describe and explain the main approaches to analysing and designing jobs.
5. Critically assess the main approaches to job analysis and design.
6. Write job descriptions and job specifications.
7. Make recommendations concerning different job designs.

***“Work is the price you pay for money” =Anon.***

## **INTRODUCTION**

Job analysis may be defined as the process by which jobs are divided to determine what tasks, duties and responsibilities they include, their relationships to other jobs, the conditions under which work is performed and the personal capabilities required for satisfactory performance.

## **Purposes and importance of job analysis and design**

The purpose of job analysis is to obtain answers to the following types of questions:

1. Why does the job exist?
2. What physical and mental activities does the worker undertake?
3. When is the job to be performed?
4. Where is the job to be performed?
5. How does the worker do the job?
6. What qualifications are needed to perform the job?
7. What are the job working conditions (such as the levels of temperature, light, offensive fumes and noise)?
8. What machinery or equipment is used in the job?
9. What constitutes successful performance?

## **Components of job analysis**

Job analysis provides information about three basic aspects of a job:

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| **Job content:** | describes the duties and responsibilities of the job |
| **Job requirements:** | Identifies the formal qualifications, knowledge, skills abilities and personal characteristics that employees need in order to perform the content of the job in a particular situation or context. |
| **Job context:** | refers to the situational and supporting information regarding a particular job: its purpose, where it fits within the organisation, scope data, availability of guidelines etc. |

#### Once a job analysis is completed, the organisation uses the information (job specifications and job descriptions) in job design.

## **Approaches to job analysis and design**

Two basic approaches: job (or task) oriented approach and employee (or behaviour) oriented approach.

A job-oriented approach is concerned with *what* gets done: tasks, duties and responsibilities of a job.

The employee oriented approach focuses on the human behaviour required (*how* a job is done) to do the job.

## **Job Analysis and Job Design**

Job information is gathered, analysed and recorded as the job *exists* not as the job *should exist*. Job analysis is normally conducted *after* the job has been designed, the worker trained and the work performed.

## **When to analyse a job**

Indicators that a job analysis maybe needed include:

* a job analysis has never been done
* a job analysis has not been undertaken for some considerable time
* increasing employee grievances regarding job content and/or working conditions
* disagreement between supervisor and job holder on the work to be performed
* reorganisations involving job changes and/or the creation of new jobs
* changes in technology where new processes, machinery or equipment are introduced
* replacement of long serving employees who may have modified a job to satisfy their personal needs and limitations
* new sources of recruitment are used – new employees may have different expectations than those hired in the past.

## **USES OF JOB ANALYSIS**

The information produced by job analysis is used extensively in HRM. Some of the uses are:

1. Job description: defines what a job is by identifying its content, requirements and context. These help managers and employees understand what the job is and how it is to be performed.
2. Job specification: focuses on the personal characteristics and qualifications that an employee must possess to successfully perform a job.
3. Job design: identifies what work must be performed, how it will be performed, where it is to be performed and who will perform it.
4. Organisational structure and design: By clarifying job requirements and the inter-relationships among, job analysis helps to specify content, tasks, duties and responsibilities at all levels of the organisation.
5. HR planning: Job analysis helps to accurately determine the number and types of employees to be recruited or exited from the organisation.
6. Recruitment: By establishing the requirements of job candidates, job analysis helps the HR manager to attract better-qualified candidates.
7. Selection: Job analysis information identifies what the job is by defining what duties and responsibilities must be performed. This facilitates the development of job-related, selection techniques, helps ensure that EEO requirements are met and increases the likelihood of a proper matching of an applicant with a job. Job analysis information can also be used to validate selection techniques.
8. Orientation: A new employee cannot be properly taught on how to do a job if job duties and responsibilities are not clearly defined.
9. Performance Appraisal: Job analysis information is essential to establish performance standards as a thorough understanding of the employee is supposed to be obtained through job analysis.
10. Training and development: Job specifications define the knowledge, skills and abilities required for successful job performance. This helps in designing and developing training programs that fit the job.
11. Career planning and development: A good understanding of the types of jobs can help HR managers to offer better career guidance.
12. Compensation and benefits: The job description, which is the foundation of job evaluation, summarises the nature and requirements of the job and permits its evaluation relative to other jobs. This helps determine an equitable level of compensation and benefits.
13. Health and safety: Jobs with hazardous conditions and methods can be identified through job analysis and a more health and safety conscious workforce can therefore be created

## **GENERAL METHODS OF JOB ANALYSIS**

There are four common methods:

1. **Observation**

Direct observation is primarily used for standardised, repetitive, short job cycle or manual jobs. Jobs, which are mostly made of observable tasks, are best suited for analysis by observation. Observation by an analyst can create an unrealistic situation where employees act self-consciously as a result of being observed. It is also important that the job analyst observe a representative sample of employees in order to avoid bias or inaccurate descriptions. This can be extremely time consuming. To avoid such problems, videotapes and films could be used to observe employee performance.

1. **Interviews**

Interview information is especially important for managerial and professional jobs which involve difficult to observe behaviour. This is probably the most widely used method for collecting job analysis information. Interviews can be conducted with a single employee, a group of employees or with a manager who is knowledgeable about the job. Usually a structured questionnaire is used to obtain the job information and facilitate comparisons.

Interviews are valuable in verifying and augmenting information collected by observations. Limitations of the interview method include the fact that it can be costly and time consuming (E.g. Developing questionnaires, establishing rapport between analyst and employees) and the job analyst need to be trained in the skill of interviewing in order to ensure that the information obtained is accurate and unbiased.

1. **Questionnaire**

The major advantage of a questionnaire is that information on a large number of jobs can be obtained in a short time. Therefore, this is the most economical method of job analysis. Questionnaires also allow the job analyst to standardise the questions across jobs.

Disadvantages of the questionnaire method include the danger of employees not completing the questionnaire, misinterpreting questions, and taking a long time to return completed questionnaires. Open-ended questions can bias the results of the questionnaire in favouring employees with good writing skills. The checklist questionnaire attempts to overcome this. Checklists also allow for statistical analysis by the computer. Usually questionnaires are used together with the interview method in order to minimise bias and accuracy.

Some established guidelines to make the questionnaire easy to use are:

* Keep it as short as possible
* Explain the purpose of the questionnaire
* Keep it simple
* Test the questionnaire before using it.

1. **Employee diary/log**

Employee information can be obtained by getting employees to maintain written records of what they do in performing their jobs. These records can take the form of a time log or daily diary. This method is useful when analysing professional and managerial jobs which are difficult to observe. It is especially useful in identifying irregular or infrequent tasks and duties, if the diary/log is maintained over a long period of time.

This method is time-consuming. Also, employees might view maintaining the diary/log as a chore. They also might lack the writing skills needed in order to clearly and concisely record their activities. Using a portable tape recorder can overcome the problem of the lack of writing skills.

## **Combination of Methods**

Any of the above methods, if used alone can lead to inaccuracy. Therefore any combination of these methods is usually more reliable than using one method alone. It helps to make the information more valid and check for consistency of information.

## **SPECIFIC METHODS OF JOB ANALYSIS**

Observation, questionnaires and diary/log methods provide the basis for the specific methods of job analysis in many organisations.

1. **Critical Incidents**

These are snapshot reports that illustrate effective or ineffective job performance. When a large amount of incident information is collected that describes what led up to the incident, what the employee actually did and why the performance was effective or ineffective, the job requirement can be defined. The routine activities that are performed by the employee are not identified in the critical incident method. Therefore, this method is best suited for training and performance appraisal. This method requires the involvement of supervisors who are required to keep written records of the employee’s activities that have contributed to the success or failure of a job. The supervisor should also be properly trained in order to carry out this method effectively.

1. **Functional Job Analysis**

Functional Job Analysis (FJA) was developed by the USA Training and Employment Service. This method uses standadised statements and terminology to describe the nature of jobs and to prepare job descriptions and job specifications. The product of FJA is a description of a job in terms of data, people and things. This method is based on the following assumptions:

* Jobs are concerned with data, people and things.
* A distinction must be made between what gets done and what employees do to get things done.
* Mental resources are used to describe data; interpersonal resources are used with people; physical resources are applied to people.
* Each duty performed on a job draws on a range of employee talents and skills.

While FJA has the advantages of being intuitively appealing, relatively easy to learn and of using a standardised format, it has been criticised for being labour intensive, subjective and difficult to use.

1. **Position Analysis Questionnaire**

The Position Analysis Questionnaire (PAQ) is a job analysis instrument and scoring/reporting service that is marketed commercially. Developed by Purdue University, the PAQ is a structured questionnaire for quantitatively assessing jobs. It contains 194 questions divided into six major categories.

* *Information input*: Where and how does the employee get the information needed to perform a job
* *Mental processes:* What reasoning, decision-making, planning and information processing activities are involved in performing the job?
* *Physical activities:* What physical activities does the employee perform and what tools or devices are used?
* *Relationships with other people:* What relationships with other people are required in the job?
* *Job context:* In what physical or social contexts is the work performed?
* *Other job characteristics:* What activities, conditions, or characteristics other than those described above are relevant to the job?

The main advantage of PAQ is that it can be used to analyse any type of job. In addition, it has been widely used and researched and appears to be both valid and reliable.

1. **Management Positions Descriptions Questionnaire (MPDQ)**

The MPDQ is a 197 item behaviourally oriented structured questionnaire for describing, comparing, classifying and evaluating management positions. In its latest version, the MPDQ is divided into 10 section

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| 1. general information | 1. decision making |
| 1. planning and organising | 1. supervising and controlling |
| 1. consulting and involving | 1. contacts |
| 1. monitoring business indicators | 1. overall ratings |
| 1. know-how | 1. organisation charts |

The MPDQ has been found useful for selecting managerial employees, career planning, diagnosing training needs and job evaluation.

**Multi-method approaches**

New methods of job analysis based on computer technology and sophisticated quantitative techniques are now coming into use. The following characteristics are common to such job analysis methods.

* They use multi-dimensional perspectives on the source of job information, type of data analysed and response scale formats.
* They are designed to concurrently support multiple HR applications.
* They are structured questionnaires that are completed by employees, supervisors and/or subject matter experts.
* They employ user-friendly computer systems that may perform complex multi-variate statistical procedures but also provide graphics quality reports for ease of data interpretation.

Multi-method approaches can efficiently analyse a geographically dispersed work force, track and document rapidly changing job content and, for large organisations, are very cost effective. In addition, these methods have the advantage of supporting the development of an integrated HRI System.

## **PROBLEMS WITH JOB ANALYSIS**

Some of the problems which arise in job analysis are the product of human behaviour, while others stem from the nature of the job analysis method itself. Some of the more common problems are:

* lack of top management support
* only one method of job analysis being used.
* Only a single source is used for collecting job information
* Supervisors and job holders do not participate in the design of the job analysis exercise
* No training in job analysis is given to the job analyst, the supervisor or the job holder.
* Employees are not made aware of the importance of job analysis
* Employees see job analysis as a threat to their job and/or pay level, job security and workload.
* Employees are not rewarded for providing quality job information.
* Sufficient time is not allowed to complete the job analysis.
* Job content and job requirements are intentionally or unintentionally distorted.
* no review of the job is undertaken to determine if it is being done correctly or if improvement can be made.

## **JOB DESIGN**

Human resource managers must promote employee productivity by finding ways to unlock the potential that exists in the overwhelming majority of employees. One way to do this is through better job design. There is however no one best way to design a job. The different approaches to job design can emphasise either efficiency or employee satisfaction. Poorly designed jobs result in lower productivity, employee turnover, absenteeism, sabotage and resignations. In contrast, a well-designed job promotes the achievement of the organisation’s objectives by structuring work in a way that integrates management requirements for efficiency and employee needs for satisfaction. Effective job design thus presents a major challenge for the HR manager.

The difference between job design and job analysis is that job analysis is concerned with how a job is being performed while job design is about how a job should ideally be performed.

## **METHODS OF JOB DESIGN**

**Job Specialisation**

Job specialisation involves the use of standardised work procedures and having employees perform repetitive, precisely defined and simplified tasks. This job design method is used by industrial engineers and time and motion analysts. The job analyst records the various movements made in performing the job, clocks the time taken for each movement and then undertakes rational or ‘scientific’ analysis to:

* redesign the job to make movements simpler and quicker to perform
* develop more efficient patterns of movement so employees can do the job faster with less fatigue
* set standards for designated jobs which can be used to determine pay rates and performance measures
* develop thorough job descriptions and job specifications to facilitate employee recruitment selection, orientation and training.

The potential advantages of job specialisation include improved operating efficiencies through the use of low skills and low cost labour; the need for minimum on the job training; the easy control of production quantities; and the fact that workers tend to make few errors when performing simple routine jobs. The resulting potential cost savings have made work simplification very attractive to industrial engineers and explain the ongoing promotion of job specialisation

###### **Problems with job specialisation**

* *Repetition:* Boredom and lack of challenge to learn anything new or to improve the job quickly surface as problems.
* *Mechanical Pacing:* Employees cannot take a break when needed, as they are paced by the speed of the assembly lines.
* *No end product:* As employees are not producing any identifiable end product they develop little pride or enthusiasm for the job.
* *Little social interaction:* As job specialisation allow for few opportunities to socialise, it inhibits the development of informal groups and thereby reduces job satisfaction.
* *No employee involvement:* As employees have no decision-making authority about how the job is done, it decreases job satisfaction and worker interest in introducing job improvements.
* *Higher costs:* Because employees frequently dislike highly specialised jobs they tend to quit or absent themselves. This results in high costs because of turnover and absenteeism. A higher wage also has to be paid to keep people employed in specialised jobs. Problems associated with quality, customer service, sabotage, employee stress and grievances also appear to increase costs.

For the above reasons, considerable attention has been devoted to improving the quality of work life by finding ways to make meaningless repetitive jobs more rewarding.

**Job enlargement**

Job enlargement seeks to load a job horizontally by adding to the variety of tasks to be performed. Task variety is assumed to offset some of the disadvantages of job specialisation and thereby increase employee performance and satisfaction.

However, effective job enlargement is often resisted because:

* the enlargement is seen as just adding more routine, boring tasks to the job
* the advantages of job specialisation are reduced
* some workers like repetitive tasks or, at worst, express no real preference for changing things Repetitive work allows workers to daydream and socialise without improving productivity.

**Job Rotation**

Job rotation increases task variety by periodically shifting employees between jobs involving different tasks. It is closely related to job enlargement but instead of giving the employee more tasks to do, the employee is rotated between different jobs. Job rotation aims to reduce boredom through diversifying the tasks to be performed. If job rotation is used to place employees in more challenging jobs, it can be effective for improving job satisfaction, helping an employee develop a generalisitic perspective, increasing skills and increasing work force flexibility.

Job rotation also has its drawbacks:

* training costs are increased
* productivity is reduced by moving an employee into a new job where he or she is less efficient
* Moving employees creates disruption and members of a work group may not accept the rotated employees
* Supervisors have to spend more time answering questions and monitoring the work of a rotated employee
* Job rotation can demotivate intelligent and ambitious trainees who seek specific responsibilities in their chosen speciality.

**Job Enrichment**

Job enrichment involves making basic changes in job content and level of responsibility. Through *vertical* loading, the employee is given the opportunity to experience greater achievement, recognition, responsibility and personal growth and, through horizontal loading, the complexity of work is increased to promote interest. Job enrichment thus builds motivating factors into the job content by:

* *Combining tasks:* Fractionalised tasks are combined to increase skill variety and task identity
* *Creating natural work units.* The job is changed so that the employee is responsible for or ‘owns’ an identifiable body of work so that he or she will view the work as important and meaningful rather than irrelevant and boring.
* *Establishing client relationships.* Wherever possible, a direct relationship is established between the employee and the client (that is, the user of the product or service that the employee produces).
* *Expanding jobs vertically.* Vertical loading gives employees responsibilities and control formerly reserved for higher level positions. It seeks to close the gap between the ‘doing’ and the ‘controlling’ aspects of the job and thus increase employee autonomy.
* *Opening feedback channels.* More and better ways for the employee to get feedback on his or her performance are identified. By increasing feedback, employees not only learn how they are doing, but also whether their performance is improving, deteriorating, or remaining at a constant level. Ideally, this feedback should be received as the employee does the job, rather than occasionally from a supervisor.

**Introducing job enrichment**

While job enrichment has had wide publicity, it has not always produced favourable results in the work place. In fact, a great deal of debate exists over the benefits and limitations of job enrichment. Job enrichment, clearly is not for everyone. HR managers thinking of introducing a job enrichment program, therefore, should consider the following:

* Is there widespread discontent among employees?
* Is it economically and technically feasible to enrich the job?
* Is there a natural unit of work?
* Can the employee be given control over the job?
* Does the employee perceive the job as meaningful to society?
* Is there a reward for assuming increased responsibility?
* Can performance feedback be given?
* Is there some form of consumer identification?
* If the enriched job requires the interaction of several employees, can compatible employees be grouped together?
* Is management style compatible with job enrichment?
* Do employees want enriched jobs?
* Are some managers opposed to job enrichment?
* Are the jobs easy to enrich?
* Is motivation central to the problem?
* Is there an easier way?
* Are compensation benefits and working conditions satisfactory?
* Is the job deficient in intrinsic rewards?

**Benefits of job enrichment**

Job enrichment can lead to improvements in both job performance and job satisfaction. A survey of almost 100 research studies found job enrichment resulted in greater productivity, improved product quality, fewer employee grievances, improved worker attitudes, reduced absenteeism and labour turnover and lower costs. Improved quality of working life brought about by job enrichment thus has not only social benefits, but bottom line benefits to the organisation.

**Socio-technical enrichment**

The focus of socio-technical enrichment is on the relationship between technology and groups of workers. The aim is to integrate people with technology. It is of interest to the HR manager confronted with situations where specialised group tasks exist and where technological change disrupts the social group to such an extent that the new technology becomes inefficient. Socio-technical enrichment often involves the creation of self-managing or autonomous work groups to perform a job that was previously done on an assembly line. Since it is often difficult and expensive to change the technology of an existing operation, socio-technical enrichment works best when an entirely new operation is being designed.

Suggested Activities

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| Activity 1 |
| Job analysis activity relating to hypothetical job*.* |
| *Alternatively, revise own job description or hypothetical job description* |
| *Discuss with your teacher* |
| Activity 2 |
| Completion of a job analysis survey |
| Activity 3 |
| Development of a job description and job specification |
| Alternatively, revise own job description or hypothetical job description |
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## **Discussion Questions**

1. What is job analysis? Why is it important?
2. What is the difference between job analysis and job design?
3. What is involved in job analysis? Who should be included in the job analysis process?
4. What are some of the problems you would expect to find in an organisation where jobs were designed for maximum efficiency without any consideration of employee needs?
5. Discuss the major uses of job analysis in human resource management.
6. Job enrichment is just a fancy name for employee exploitation. Discuss.
7. What is job design? What factors influence job design? Give examples.
8. Discuss the relationship between job analysis, job descriptions and job specifications.
9. What are the differences between job rotation, job enlargement and job enrichment?
10. How could a cleaner’s job be enriched? Explain.

**Discuss the statement ‘Some jobs are simply not enrichable’ Justify your point of view.**